

## GOODS MOVEMENT ACTION PLAN INTEGRATING WORK GROUP

### Prospective Integrating Work Group Principles November 4, 2005 Version

For the Action Plan to succeed, the Work Group must seek to develop a virtuous circle of projects and strategies that can yield near-term benefits while providing a foundation for long-term value. Key steps in that process include establishing a broad and comprehensive framework to evaluate prospective actions, build consensus, maintain focus, exercise clout, and leverage synergies. An “action” can be an infrastructure project, environmental mitigation project or program, operational change, technology application, land use policy change, or any other collective or individual [?] decision affecting the state’s goods movement system.

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The Work Group may want to consider the following as guidelines in its evaluation of alternatives:

[MY SUGGESTION IN THE MEETING WAS TO PARE THESE DOWN SO THAT OUR WORK NEED NOT LIVE UP TO SO VERY MANY PRINCIPLES. MY SUGGESTION ON READING THE DOCUMENT AGAIN IS THAT THIS MAY BE ACCOMPLISHED BY GROUPING THE PRINCIPLES SO THAT EXPLANATORY OR BACKGROUND POINTS (USUALLY THE STUFF IN lower case BELOW) CAN BE MADE FIRST, FOLLOWED BY THE SPECIFIC PRINCIPLES IN ONE-LINER FORM. I HAVE GROUPED THE PRINCIPLES BY COLORED HIGHLIGHTS INTO THE FOLLOWING ROUGH CATEGORIES:]

- YELLOW: PERFORMANCE CRITERIA FOR ACTIONS
- BLUE: RESPECTING THE GOODS MOVEMENT “SYSTEM”
- PINK: PRIORITIZING OUR WORK
- GREEN: POLITICAL CONTEXT (this strikes me as work that is important to the state effort, but perhaps best carried out mainly by state staff, while the work group participants simply keep these principles in mind)
- Approach infrastructure projects and mitigation projects on a simultaneous improvement basis. The State’s economy and quality of life depend upon the efficient, safe delivery of goods to and from the ports and borders. At the same time, the environmental impacts from goods movement activities must be reduced to ensure protection of public health.
- Consider all goods movement infrastructure and related operations throughout the State as part of one integrated, multi-modal system regardless of funding or ownership (i.e., public, private, or mixed public-private). Such a perspective highlights improvements that can maximize public benefit, leverage existing assets, encourage private investment, promote stability and diversity, and expand customer choices.

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- Avoid changes to one part of the system that damage another part of the system.
- Develop and apply performance metrics for both infrastructure and mitigation projects.
- Streamline existing operations before undertaking capacity expansion.
- Initially evaluate infrastructure and mitigation projects on their merits without regard to funding sources.
- Advance actions with highest rates of return – both in terms of investment and public health and environmental improvement. Because resources are always limited, ranking actions on a statewide basis relative to their contribution to performance improvement of the entire statewide goods movement system helps achieve faster improvements.
- Recognize project benefits within, between, and among goods movement corridors that are otherwise ignored or undervalued. When action merits are evaluated by traditional metrics, the value a action may have to the State at large may not be captured. Primary examples include goods movement projects that can open bottlenecks and increase throughput for an entire transportation corridor or projects that relieve congestion and reduce emissions. Properly identifying benefits helps prioritize actions and secure funding for the actions that can do the most good.
- [I THINK THIS ONE IS LARGELY COVERED BY THE OTHER “YELLOW.”] Implement community mitigation on a priority basis (i.e., address the most impacted communities first).
- Secure statewide consensus on projects when pursuing federal support. A major factor that causes California to get less than its “fair share” of federal funding is intrastate jockeying for limited federal dollars. Presenting a unified, statewide slate of projects (as most other states do) helps increase the likelihood for the State to receive its fair share allocation.
- Instill a sense of urgency to accelerate project delivery and environmental protection. By their nature, infrastructure projects are long lead-time endeavors that face many obstacles until they are placed into service. Relating the importance of goods movement projects and environmental improvement to the State’s economic well-being will help keep projects on schedule and provide motivation for aggressive action to relieve local communities from unfavorable goods movement-related impacts.
- Consider land use implications in goods movement decisions.
- Spur private sector investment and public-private partnerships to leverage public investment. The goods movement system is a complex supply chain of activities and facilities under private, public, and mixed public-private ownership. Gaining consensus on a statewide basis for the major elements necessary to build out the

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Deleted: Identify environmental and community impacts, provide needed resources and implement strategies to help mitigate those impacts. Air quality, public health and community impact mitigation must be fully integrated into goods movement system improvements. Significant investment in emission reduction strategies such as fleet modernization, the use of cleaner fuels, and adoption of cleaner emission control technologies is necessary in order for California to accommodate the expected growth in goods movement and continue progress in protecting the environment.

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State's goods movement system helps provide the confidence needed by the private sector to determine how best to make private and public-private investments that add value to the system. [I AM HAVING TROUBLE CATEGORIZING THIS ONE. IT'S EITHER A GREEN, OR IT'S IN ITS OWN CATEGORY, WHICH COULD BE CALLED "IMPLEMENTATION." IF THE LATTER, WE MIGHT BE MISSING SOME THINGS IN THIS CATEGORY. IT'S POSSIBLE THAT THE LAST BULLET COULD ALSO GO INTO THIS CATEGORY, AND POSSIBLY ALSO ONE THAT WAS SUGGESTED IN THE MEETING ON "GREEN" (SUSTAINABLE) BUSINESS OPPORTUNITIES – IN MY VIEW A VERY POSITIVE THING TO HIGHLIGHT.

- Provide a higher-level forum to engage cooperation outside state jurisdiction. California's goods movement system requires cooperation and support from stakeholders who are not subject to California control. These include adjacent states, the federal government, and foreign carriers. In addition, other stakeholders that operate in the State but have national or global operations (including retailers, railroads, and logistics companies) are critical participants in the process. Operating at the State level with these stakeholders improves the State's overall position as compared to merely allowing each region and locality to vie for attention separately.
- Create awareness for relevance of the goods movement industry to Californians. Just as the goods movement industry is a critical element of the State's economy, having the support and confidence of the people of California is critical to expanding the infrastructure and mitigating the impacts of the industry's operation. The State can play an important role in the education process and can reinforce the efforts of local and regional entities to communicate the needs and benefits of improving the goods movement infrastructure to the public.
- Seek opportunities to promote synergies with other statewide policy initiatives. Active consideration of goods movement issues with statewide initiatives in areas such as housing, land use, agriculture, international trade, economic development, military base re-use, and energy resources promotes good public policy. Most of all, achieving the Administration's purpose will require flexibility, perseverance, and commitment.